

Indianapolis Lighthouse Charter School (opening 2005) and Indianapolis Lighthouse Charter School (opening 2006)

Grades served in year 1: K-5

Enrollment in year 1: 260

Proposed Location: unknown

Grades served at capacity: K-12

Enrollment at capacity: 568

Mission, Need, and Demand for the School

- The mission of the two **Indianapolis Lighthouse Charter Schools (ILCS)** is for students to “acquire the knowledge, skills, values and attitudes to be responsible citizens and effective workers. Students will realize this mission through a curriculum that infuses fine and performing arts into a rigorous core of content.”
- The ILCS schools will engage students by infusing the arts throughout the curriculum and the schools’ research-based curricula will provide students with the basic skills critical for success.
- The schools will serve students from grades PreK-12 to promote continuity of contact with students and families and provide a consistent education to students throughout their schooling.
- The ILCS schools have contacted more than 30 community organizations and 100 community members, including: Butler University, the American Pianists Association, and the Indianapolis Symphony Orchestra.

Educational Services Provided

- Lighthouse Academies, Inc. (LA), a non-profit charter management organization, will manage the schools. LA has conducted extensive research to develop a comprehensive educational model. The ILCS schools’ educational program will follow this model.
- LA’s research has identified early childhood education as a key to high student performance. LA will offer the pre-school programs at the ILCS schools on a sliding fee scale based on free and reduced-price lunch eligibility. Students who are eligible for free lunch will pay no fee and those who are eligible for reduced-price lunch will pay a reduced fee of \$300 annually. The pre-school programs, for which no public funds are available, will not operate under the terms of the charters. Students attending the pre-school programs will be required to enter the charter schools’ lotteries for kindergarten.
- Arts infusion is a key component of the schools’ educational program. The arts, including music, dance, visual arts and theater, will be used to engage students and provide different ways for students to experience learning.
- The schools’ regular art teachers will collaborate with the classroom teachers to ensure high quality instruction that brings art techniques into the regular classrooms. All students will be required to participate in at least one public art demonstration each year.

- The schools' budgets include \$20,000 for artists-in-residence at the schools in addition to the schools' full-time art teachers.
- LA's full educational program includes a comprehensive curriculum aligned with the Indiana standards. LA also has developed exit standards that specify large tasks students must master in order to complete a series of grade ranges (K-2, 3-5, 6-8, 9-12). The exit standards are aligned with the more detailed state standards that will drive daily skill and content learning. The educational program also includes a process for assessing student progress on a daily, monthly, and yearly basis.
- The Core Knowledge sequence is the centerpiece of the curriculum. Core Knowledge includes carefully ordered facts, historical figures, concepts and key people that are broken down by individual grade levels, so teachers know specifically what students need to learn to be ready for the next grade.
- Open Court Reading, which focuses on explicit phonics instruction, will be the primary reading program.
- Saxon Math, the schools' math curriculum, introduces a topic to students and then allows students to build upon that concept as they learn new ones. Topics are never dropped but are instead increased in complexity and practiced every day, providing the time required for students to fully learn concepts.
- The schools' science, history and geography programs are also linked to the Core Knowledge sequence.
- The ILCS schools will implement a detailed and well-conceived professional development program that teachers will attend for four weeks in the summer prior to opening. The program will include sessions on school culture, arts infusion, curriculum training on Open Court Reading, Core Knowledge, Saxon Math, and Full Option Science System, special education training, communication with parents, and team building. Ongoing professional development will be offered throughout the school year.
- The ILCS schools will actively seek to involve parents in the schools and make them partners in the schools. Parents will be asked to volunteer in classrooms/libraries and will be kept informed of their students' progress through weekly feedback folders that will include students' work, general notes on their performance and behavior, and letters from the teacher or principal. The schools also will have two parent-teacher conferences per year and hold monthly parent nights to provide useful information to parents.
- The schools will operate on a longer school day (8 hours) and a longer school year (190 days).

Summary of the Founding Group

- Lighthouse Academies, Inc. (LA), the non-profit organization that will manage the schools, is funded by the Pisces Foundation (which also funds KIPP Indianapolis, another Mayor-sponsored charter school) and the New Schools Venture Fund (NSVF). Pisces and NSVF funds allowed LA to conduct extensive research and develop the educational model. The first LA charter school will open in the South Bronx in fall 2004.

- NSVF invested \$1 million in LA after conducting an extensive due diligence process on the organization and on LA's President. NSVF found that the educational program was well-developed, based on well-regarded national curriculum models, and included strong assessment and professional development components. In addition, NSVF has expressed the utmost confidence in and support for LA's President. His experience with charter school management and development as well as his background as a public school superintendent and teacher confirmed for the NSVF that LA was a sound investment.
- LA's staff has significant experience with charter school development and management, including expertise in law, curriculum development, marketing, and teaching, all of which will be essential to the success of the ILCS start-up.
- The two ILCS schools will share a Board of Trustees. ILCS board members have experience in a variety of fields, including, technology, government, education, marketing, finance, non-profit management, facility planning, and law.
- The ILCS board includes a former Education Policy Advisor to Gov. Evan Bayh (and former Director of Indiana's Children's Health Insurance Program), the Regional Director of the Business Modernization and Technology Corporation, the Program Director of the Stanley K. Lacy Executive Leadership Series, the Managing Director of Goelzer Investment Banking, the former Deputy Chief of Staff to the late Gov. Frank O'Bannon, an attorney at Baker & Daniels (and former Executive Assistant to Gov. O'Bannon), and the Owner of Horn & Associates, a strategic marketing firm.
- LA is also creating a Board of Advisors for the ILCS schools which will include individuals from the Indianapolis community with experience in law, real estate, finance, education, and other areas. Currently, there are two individuals with experience in construction and the arts and higher education that have agreed to serve on the Board of Advisors.

Governance and Management

- The partnership with LA will provide essential services to the schools, particularly during the start-up period. LA has the capacity and expertise to help the schools with: marketing and recruitment of students; staffing, professional development and other human resource functions; setting up the accounting and financial systems, preparing the schools budgets and reviewing financial statements; implementing the curriculum and a reporting system; and selecting instructional materials, equipment and supplies.
- The ILCS Board of Trustees will provide fiscal oversight for the schools, including the approval of the schools' budgets. The Board will oversee the schools' pursuit of their mission, the educational program and organizational performance, and will review the academic outcomes of the schools.
- The ILCS Board will be responsible for holding LA accountable for the services LA is contractually bound to provide to the ILCS schools.
- The Board also will conduct annual performance reviews of the Principals of both schools. The Principal of each ILCS school will be responsible for the daily operations of the school, in accordance with the mission, philosophy and policies

established through the charter. As the instructional leaders for the schools, the Principals will be responsible for all academic outcomes and will oversee the instructional staff, including annual evaluation of all employees.

Financial Viability

- LA has already invested over a million dollars into its educational model and plans to invest more in the schools.
- LA will give each ILCS school a low-interest, \$250,000 loan to cover start-up expenses. Currently, LA is trying to secure a grant from a national foundation so the schools will not have to repay these loans.
- The ILCS Board of Trustees will form a Finance and Audit Committee that will review the schools' budget reports on a monthly basis. The Committee will also oversee the selection of an independent auditor and the completion of the annual audit. Several members of the ILCS Board have experience managing public funds, including experience directing the Indiana Children's Health Insurance Program and directing the Indiana State Student Assistance Program.

Accessibility

- The educational program is designed to cater to different instructional levels and needs and the ILCS schools are committed to educating special education students in the least restrictive environment. The schools have included in their budgets the resources necessary to hire a comprehensive special education staff and have established reserves in their budgets to address additional needs that may arise once students are enrolled.
- The ILCS schools also plan to join the charter schools special education cooperative to augment the resources their staffs will offer to ensure that the schools can provide the appropriate special education services to students.
- The schools have clear plans for identifying students with limited English proficiency (students and families will complete a language survey) and for providing those students with the instruction necessary to improve their English reading and writing skills.
- Each school's budget includes an allowance for the operation of a two-bus transportation system at a cost of \$52,000 in the first year of operation to ensure that transportation will not be a barrier for any student.

Leadership Information

**Note: The information provided below is solely a summary of qualifications, and does not reflect a comprehensive description of each founding member's expertise and experience.*

Name and
Proposed Positions
of Applicants

- Michael Ronan—Authorized Representative, President, Lighthouse Academies, Inc. (LA)
- Dr. Gail Foster—Senior Vice President for Education, LA
- Michael Chow—Board Member, ILCS

	<ul style="list-style-type: none"> • Christopher Hirschfeld—Board Member, ILCS • Betsy Shaw Elsasser—Board Member, ILCS • Wendy Horn—Board Member, ILCS • Nancy Cobb—Board Member, ILCS • Patricia Rios—Board Member, ILCS • Joseph Smith—Board Member, ILCS • Tim Joyce—Advisor, LA • Mark Culliton—VP Business Development, LA • Dan Barcan—VP for Partnerships, LA • Jodi Tucker—VP of Human Resources, LA • Angela Fernandez—Regional Director for Business Development, LA • Sharon Lepire—Senior Accountant, LA • Dr. Lucien Ellington—Senior Education Advisor, LA • Peggyanne Ecclesine—Education Specialist, LA • Leah Zuckerman— Education Specialist, LA • Dr. Phillip Howard— Education Specialist, LA • Carol Wing— Marketing Specialist, LA
Capacities Represented by Applicants (by topic area)	
<i>School Leader Biography</i>	<ul style="list-style-type: none"> • ILCS and LA have not yet identified leaders for the schools. However, LA's chosen school leaders will have the opportunity to participate in the KIPP School Leadership Training Program at UC Berkeley which is a nationally recognized school leader training program. In addition, LA is in discussions with the highly-regarded Building Excellent Schools Fellowship program in Boston to recruit and train high quality school leaders.
<i>Education</i>	<p>Experience</p> <ul style="list-style-type: none"> • Dr. Gail Foster, Senior Vice President for Education for LA, is a former social studies teacher and high school administrator. After she got her doctorate, she helped found the Toussaint Institute Fund which worked to empower parents in low-performing schools. More recently, she has served as an educational research and technical consultant in the areas of school policy, school culture, charter schools, and inner city private schools. • Michael Ronan, President of LA, began his educational career as a middle school history teacher. He went on to become the Director of Curriculum and Instruction and eventually the Superintendent of Schools in Uxbridge, MA. Since 1997, he has worked at the national level to provide management and consulting services to charter schools and districts. He has been directly involved with the management of 40 charter schools including 15 start-up schools. • Tim Joyce serves as an Advisor to LA. One of his projects as Chief of Staff to Gov. Frank O'Bannon was to help implement Public Law 221 which gave Indiana academic standards and an accountability system. He has also served as Executive Director of the State Student Assistance Program under Gov. Evan Bayh.

- Dan Barcan is Vice President for School Development and Grants at LA. He has worked as a social studies and English teacher in a Massachusetts charter school.
- Jodi Tucker is the Vice President of Human Resources at LA. She has several years of experience in operating charter schools.
- Angela Fernandez is a Regional Director of Business Development for LA. She taught GED and ESL classes at the City College of New York and was a Women's Studies instructor in an inmate education program.
- Dr. Lucien Ellington is a professor of education at the University of Tennessee and a Senior Education Advisor to LA. His specialty is Asia and he edits a journal on Asia for middle, high school and university instructors.
- Peggyanne Ecclesine is an education specialist for LA. She has worked as a charter school teacher and consultant for seven years. As a consultant, she has developed curriculum and accountability plans and provided professional development to teachers in charter schools.
- Leah Zuckerman is an education specialist for LA. She was a founding teacher at a charter school and has also worked as a coach for the Turning Points school design.
- Dr. Phillip Howard is an education specialist for LA. He has directed programs for struggling students and has written technology and mathematics curricula.
- Mark Culliton, VP of Business Development for LA, served as the Chief Operating Officer of a nonprofit after school and summer enrichment organization serving 1,500 children. He is the Chairman of the Boston Preparatory Charter School.
- As an education policy advisor for Gov. Bayh, Nancy Cobb, an ILCS board member, coordinated the development of a ten-year education plan, developed the Step Ahead program, helped develop family-friendly legislation, and developed a publication that tracked Indiana's progress toward the National Education Goals. In an earlier position as Executive Assistant for Special Institutions she oversaw the Indiana School for the Blind, School for the Deaf, and several children's homes. She has also served as a volunteer in the Washington Township Schools including serving as president of the parent teacher organization.
- Wendy Horn, an ILCS board member, worked with charter schools in other cities to help identify site and facility solutions.
- Joseph Smith, an ILCS board member, is serving as a mentor to the current president of the Charles A. Tindley Accelerated Charter School.

Training

- Dr. Gail Foster has a PhD in Educational Administration from Columbia University.
- Michael Ronan has a Masters in School Administration and in Program Planning and Evaluation.

	<ul style="list-style-type: none"> • Dr. Lucien Ellington has an advanced degree in education. • Peggyanne Ecclesine has a Masters in Education from Columbia University. • Leah Zuckerman has a Masters in Administration, Planning, and Social Policy from the Harvard Graduate School of Education.
<i>Other Youth Work</i>	<p>Experience</p> <ul style="list-style-type: none"> • Betsy Elsasser has volunteered in various child-related organizations: Child Advocates, the Care Center Shelter and her church youth group. • Michael Chow was a mathematics coach for the Guggenheim Academy in Chicago where he instructed at-risk youth in applied algebraic logic and language arts. • Nancy Cobb worked as a Director in the Indiana State Department of Health. While there, she led a children's environmental health initiative to develop a childhood lead poisoning elimination plan and she implemented a program to enroll more low-income children in the state children's health insurance program. • Joseph Smith worked for the state student assistance program marketing the Twenty First Century Scholar program. He is currently a member of the Central Indiana Community Foundations Scholarship committee. <p>Training</p> <ul style="list-style-type: none"> • Betsy Elsasser has an undergraduate minor in early child development.
<i>Management</i>	<p>Experience</p> <ul style="list-style-type: none"> • Tim Joyce served as Senior Advisor to Gov. Kernan and as Chief of Staff for the late Gov. Frank O'Bannon. Under Gov. Evan Bayh, he also served as Executive Director of the State Student Assistance Program, Commissioner of the Department of Labor and Commissioner of Workforce Development. • Betsy Elsasser has worked as a manager in a retail store and has been the program director for an executive leadership program for the Greater Indianapolis Chamber of Commerce. • Patricia Rios was the Deputy Chief of Staff and Exec. Assistant for Gov. O'Bannon. As such, she was his liaison to the Indiana House of Representatives, oversaw 70 state agencies and over 34,000 state employees, and advised the Governor on all state issues, including personnel, budget and policy. • Michael Ronan, President of LA, was the Superintendent of Schools in Uxbridge, MA. <p>Training</p> <ul style="list-style-type: none"> • Dan Barcan studied management at the Mass. Institute for Technology. • Jodi Tucker has a BS in Business Administration. • Mark Culliton has an MBA.
<i>Entrepreneurialism</i>	<p>Experience</p> <ul style="list-style-type: none"> • Wendy Horn started her own strategic marketing and business

	development firm, Horn and Associates.
<i>Fundraising</i>	<p>Experience</p> <ul style="list-style-type: none">• Christopher Hirschfeld is working to establish an endowment program at his church.• Nancy Cobb wrote two successful grant applications to the Council of Governor's Policy Advisors as Education Policy Advisor to Gov. Bayh.• Michael Ronan, President of LA, has raised significant resources already in support of Lighthouse Academies.
<i>Finance / Accounting</i>	<p>Experience</p> <ul style="list-style-type: none">• Jodi Tucker has worked at an investment bank.• Christopher Hirschfeld is managing director of Goelzer Investment Banking. He has worked as a financial analyst, as a financial advisor to individuals and small business owners, and as an investment banker.• Sharon Lepire is the Senior Accountant at Lighthouse Academies. She has five years of charter school finance experience. <p>Training</p> <ul style="list-style-type: none">• Christopher Hirschfeld has an MBA from the University of Chicago and a BA in Business Administration.• Sharon Lepire has a BS in Accounting.
<i>Marketing / Public Relations</i>	<p>Experience</p> <ul style="list-style-type: none">• Carol Wing is a marketing specialist for Lighthouse Academies. She has over 20 years of experience in marketing and design including working for several charter schools.• Betsy Elsasser has directed marketing projects for a real estate company and a retail store.• Wendy Horn is the owner/principal of a strategic marketing and business development firm targeted to the seniors housing, real estate, and healthcare industries. She has worked for twenty years in new business development.
<i>Legal Expertise</i>	<p>Experience</p> <ul style="list-style-type: none">• Jodi Tucker currently teaches law courses at Bentley College in Massachusetts. She has provided legal counsel to schools in many states and has practiced law both as in-house counsel and at a large firm in the District of Columbia.• Angela Fernandez was a contract attorney for American Express.• Joseph Smith works as an attorney for Baker & Daniels. <p>Training</p> <ul style="list-style-type: none">• Jodi Tucker has a JD from Georgetown University.• Angela Fernandez has a JD from Columbia University.• Patricia Rios has a JD from Indiana University – Indianapolis.• Joseph Smith has a JD from Indiana University.

<i>Management of Public Funds</i>	<p>Experience</p> <ul style="list-style-type: none">• Under Gov. Evan Bayh, Tim Joyce served as Executive Director of the State Student Assistance Program, Commissioner of the Departments of Labor and Commissioner of Workforce Development.• Mike Ronan was a Superintendent in Uxbridge, MA for 16 years.• Nancy Cobb was the Director of Indiana's Children's Health Insurance Program which enrolled 150,000 children in the Hoosier Healthwise program.
<i>Nonprofit Governance</i>	<p>Experience</p> <ul style="list-style-type: none">• Dr. Foster is a founding board member of the Black Alliance for Educational Options and a board member of the Council on American Private Education.• Christopher Hirschfeld served on the Greater Indianapolis Financial Planning Association board.• Betsy Elsasser has served on the board of the Children's Theatre Institute.• Wendy Horn is on the Maryville College Advisory Board.• Patricia Rios is on the board of the Hispanic Center, Saint Mary's Child Center, and the Indiana AIDS Fund. She is also on the Latino Affairs Commission of Marion County.• Joseph Smith has eight years of experience in the government sector. He served as Executive Assistant to the Governor, was a compliance officer for the U.S. Dept. of Labor, and worked as a law intern in the Attorney General's Office.

Mozel Sanders Academy

Grades served in year 1: K-5

Grades served at capacity: K-8

Enrollment in year 1: 470

Enrollment at capacity: 700

Proposed Location: Wayne Township (exact location unknown at this time)

Opening: Fall 2005

Mission, Need, and Demand for the School

- “The mission of the Mozel Sanders Academy is to provide students with a challenging academic program which develops all students’ abilities to master fundamental academic skills and ultimately increase academic achievement while also instilling a sense of family, community, and leadership within all of our students.”
- The Mozel Sanders Academy will partner with the Indiana OIC State Council, Inc. (Indiana OIC). The Indiana OIC has strong ties to the community and has a solid understanding of the community’s needs. As such, Indiana OIC will be a valuable partner for the school. OIC was created to provide free training and retraining to the disadvantage, unemployed and underemployed. For example, Indiana OIC is working with 6 IPS schools to provide tutoring services to students.
- Mozel Sanders Academy will be managed by National Heritage Academies (NHA) an education management organization (EMO) that operates 51 schools in 5 states. NHA will provide the academic program and operational infrastructure for the school.
- NHA manages the Andrew J. Brown Academy, the Mayor-sponsored charter school partnered with the Indiana Black Expo. The Andrew J. Brown Academy opened in August 2003 and had a very successful first year of operation, as measured by academic performance, organizational viability and parent satisfaction. A school that performs as well as Andrew J. Brown is always a desired option for families.

Educational Services Provided

- The Mozel Sanders Academy will offer the NHA educational program, a back-to-basics curriculum aligned with the Indiana State Academic Standards that emphasizes character development.
- The Core Knowledge sequence provides the structure for the curriculum. Core Knowledge includes carefully ordered facts, historical figures, concepts and key people that are broken down by individual grade levels, so teachers know specifically what students need to learn to be ready for the next grade.

- The school will use the Open Court Reading program, which focuses on explicit phonics instruction, and the Accelerated Reader, a motivational reading program.
- Saxon Math, the schools' math curriculum, introduces a topic to students and then allows students to build upon that concept as they learn new ones. Topics are never dropped but are instead increased in complexity and practiced every day, providing the time required for students to fully learn concepts.
- The Shurley Grammar Method which is focused on memorization and repetition and the Collins Writing Program, an experiential writing program, will also be used in the school.
- Character development is a central to the program. Students participate in daily lessons that focus on virtues such as temperance, justice, prudence, and fortitude, and stress the importance of community service.
- NHA's model is a teacher-centered approach to education. Teachers are given the freedom to use a variety of methods to present content to students and keep the students motivated and excited about learning.
- The program has three learning levels: "intensive," for students performing below grade level; "standard," for students performing at grade level; and "proficient," for students performing above grade level.
- Students who are significantly below grade level spend most of their day on reading/language arts and mathematics until they reach grade level.
- Professional development is an important component of NHA's school model. NHA provides a week-long summer institute to train teachers who are new to the school design. In addition, NHA has master teachers who visit the schools monthly to provide teachers with model lessons in classrooms and work with teachers on effective classroom management and teaching techniques.
- NHA also measures and evaluates staff and parent satisfaction twice a year by contracting with Wirthlin Worldwide, an independent market research firm, to survey the teachers and parents in all of its schools. The school has set a goal of 90% parent satisfaction each year.
- NHA's model includes a school structure that encourages parents to be involved by participating in the five Parent/Teacher committees and signing commitment contracts that state that parents will be actively involved in the school.

Summary of the Founding Group

- The Indiana OIC was established in 1971 as an affiliate of the Opportunities Industrialization Center (OIC) that was founded by Rev. Dr. Leon Howard Sullivan in 1964. OIC was created to provide free training and retraining to the disadvantage, unemployed and underemployed.

- With over 20 years experience in providing adult education, child care, vocational training, and job search and placement services, the Indiana OIC has an understanding of the community's educational needs and how to meet those needs effectively.
- The Indiana OIC has educational experience in the community and has been approved by the Indiana Department of Education as a supplemental services provider for students who need additional tutoring and educational services. This school year, Indiana OIC is working with 6 IPS schools to provide tutoring services to students.
- The school's Board of Directors is comprised of the following members:
 - Joseph E. Matthews, III, the President and CEO of the Indiana OIC
 - Andy Jacobs, former 15 term U.S. Congressman from Indiana District 10 and Indiana District 11
 - Henry L. Nuckols, Senior Construction Manager for Scott-Hilliard Kosene
 - Angela M. Sallee, Funeral Director with Flanner Buchanan Funeral Centers and member of the PTO at Fox Hill Elementary School, Northview Middle School, and North Central High School
 - Roosevelt Sanders, Pastor at the Mt. Vernon Missionary Baptist Church, CEO of Mozel Sanders Foundation, and son of Community Activist Mozel Sanders for whom the school is named.
 - Diane Cordell, District Executive with the Crossroads of America Council (Indianapolis) of the Boys Scouts of America

Governance and Management

- The Board of Directors of the Mozel Sanders Academy is responsible for approving the school's budget, setting school policies, overseeing the principal, preserving the vision of the school, and maintaining community relations.
- The Board would contract with NHA to operate and manage the school and would hold NHA accountable for the school's academic and operational performance.
- The principal is the instructional leader of the school and is responsible for day to day management, including teacher hiring and evaluation, discipline, communication with parents, communication with the school's Board, budget maintenance, and oversight of the curriculum.
- NHA would manage some aspects of the school from their central headquarters in Grand Rapids, MI (similar to the manner in which they manage the Andrew J. Brown Academy) including accounting and financial reporting, facilities, grant writing, and purchasing.
- NHA is a privately owned education management organization (EMO) based in Grand Rapids, Michigan that is the second largest EMO in the country, serving nearly 21,000 students in 39 schools in 2003-04.

- NHA opened its first charter school in 1995 in Michigan and has since established schools in North Carolina, Ohio, New York, and Indiana. Twelve new schools opened in Ohio and Michigan this fall in 2004-05. NHA currently operates 51 schools in 5 states in the 2004-05 school year.

Financial Viability

- The Indiana OIC has not identified a facility for the school, but the Board has identified several possible sites for the school in Wayne Township.
- The Indiana OIC has committed to providing assistance to the school in the following areas: marketing and PR in the community, guidance on managing a 501(c) 3 organization, and staff recruitment.
- NHA has pledged to provide start-up funding for the school and to cover any revenue shortfalls or emergency costs for the school.

Accessibility

- NHA has clear plans for identifying and serving special education students. The special education plan includes hiring a Special Education Director and a Special Education teacher to meet students' needs. Like the Andrew J. Brown Academy, it is likely that the school will join the Indiana Virtual Special Education Cooperative for the full continuum of special education services.
- NHA has an English Language immersion program that will be implemented at the Mozel Sanders Academy for all students who have limited English proficiency. The students and parents will complete a home language survey upon admission into the school that will inform the administrators of the student's level of English language proficiency. Students will then be placed within the program.
- The Mozel Sanders Academy will provide bus transportation for students. The budget includes \$188,000 for bus transportation in year 1. The budget allocation for transportation increases each year after year 1 to ensure that the school can provide adequate transportation for the students.
- The school has outlined a very detailed marketing and student recruitment plan that includes several strategies (parent information meetings, working with Indiana OIC contacts, and print and television advertising) to ensure that parents and the community are informed about the school.

Leadership Information <i>*Note: The information provided below is solely a summary of qualifications, and does not reflect a comprehensive description of each founding member's expertise and experience.</i>	
Name and Proposed Positions of Applicants	<ul style="list-style-type: none"> • Joseph Matthews—Authorized Representative, Board Member • Henry Nuckols—Board Member • Angela Sallee—Board Member • Roosevelt Sanders—Board Member • Andy Jacobs – Board Member • Diane Cordell – Board Member
Capacities Represented by Applicants (by topic area)	
School Leader Biography	<ul style="list-style-type: none"> • The Mozel Sanders Academy has not identified a principal for the school yet. NHA will work closely with the Indiana OIC and the school's Board of Directors to identify a highly-qualified principal to lead the school.
Education	<p>Experience</p> <ul style="list-style-type: none"> • As the President and CEO of the Indiana OIC, Joseph Matthews oversees several training and educational programs including Adult Basic Education, GED Training and Hospitality Skills Training. Indiana OIC also operates a comprehensive Child Development Center and has been selected by the State Department of Education as a Supplemental Education services provider, meaning they are contracted to provide tutoring services for 6 different IPS schools. Early in his career he was a lead instructor at an OIC center. • Andy Jacobs is currently an Adjunct Professor of Political Science at IUPUI. • Angela Sallee has served previously on a National Heritage Academies Charter School Board. <p>Training</p> <ul style="list-style-type: none"> • Joseph Matthews has taken educational and guidance courses at Purdue University – Calumet Campus.
Other Youth Work	<p>Experience</p> <ul style="list-style-type: none"> • Henry Nuckols has experience as a classroom facilitator implementing life-skills training. • Roosevelt Sanders' ministry helps youth substance abusers. • Angela Sallee is a PTO member at three local schools.

<i>Management</i>	<p>Experience</p> <ul style="list-style-type: none"> • Andy Jacobs served 15 terms in the U.S. House of Representatives from 1965 to 1997. He served on the House Ways and Means Committee – the first representative from Indianapolis in the 20th Century to do so. During his tenure on the House Ways and Means Committee, he served as Chairman of the Subcommittee on Health and the Subcommittee on Social Security. • As the President and CEO of Indiana OIC, Joseph Matthews has managed several programs and services for educationally and economically disadvantaged individuals. His office also provides technical assistance to individual OIC programs throughout Indiana. • Henry Nuckols is a senior construction manager responsible for overseeing design and construction projects. In previous managerial positions, he has managed land acquisition, provided technical support, supervised field crews, inspected contractor's work, estimated costs, developed budgets and initiated new business. • Roosevelt Sanders is the CEO of the Mozel Sanders Foundation which gives out 25,000 meals on Thanksgiving Day. • Angela Sallee is a funeral director who oversees all funeral arrangements. <p>Training</p> <ul style="list-style-type: none"> • Joseph Matthews has completed coursework in the MSBA program at the Northwest campus of Indiana University. • Henry Nuckols has a BS in construction engineering and management.
<i>Entrepreneurialism</i>	<p>Experience</p> <ul style="list-style-type: none"> • Joseph Matthews started the office housing the Indiana OIC in 1982.
<i>Fundraising</i>	<p>Experience</p> <ul style="list-style-type: none"> • Joseph Matthews successfully lobbied the State of Indiana to name Indiana OIC as an entity within the state budget. In his capacity as President and CEO, he works actively to develop alternative funding options.
<i>Legal Expertise</i>	<p>Experience</p> <ul style="list-style-type: none"> • Andy Jacobs currently practices law in Indianapolis. <p>Training</p> <ul style="list-style-type: none"> • Andy Jacobs received his law degree from Indiana University.

<p><i>Management of Public Funds</i></p>	<p>Experience</p> <ul style="list-style-type: none"> • As the President and CEO of Indiana OIC, Joseph Matthews manages funding provided by state law to OICs throughout the state. • As a 15 term U.S. Congressman and a member of the House Ways and Means Committee, Andy Jacobs has vast experience with the public funds policies, laws and management.
<p><i>Nonprofit Governance</i></p>	<p>Experience</p> <ul style="list-style-type: none"> • As the President and CEO of Indiana OIC, Joseph Matthews manages the state level office of this nonprofit organization. • Joseph Matthews is also a member of the Governor’s Indiana Employment and Training Council, Office of Minority Business Enterprise Advisory Board, Economic Development Task Force, Soul People Repertory Company, Lake Ridge Adult Education Advisory Committee, and the Coalition of Concerned Citizens. • Henry Nuckols has experience working with not-for-profit organizations such as the Center for Leadership Development and Inroads, Inc. • Roosevelt Sanders is the chairman of Westside Community Ministries, an organization of 28 churches, and a board member of the Westside Development Corporation. • Angela Sallee served on a National Heritage Academies Charter School Board and is a board member of several professional funeral director associations, including the Indiana Funeral Directors Association and the Metropolitan Morticians Association. • Andy Jacobs served as the Marion County Chairman for the March of Dimes in 1961.